

Revisiting Team Engagement in the Indian Start-up Context: Exploring the Potential Antecedents

Santoshi Sengupta

Assistant Professor of Management

Department of Humanities and Social Sciences

Jaypee Institute of Informational Technology

A-10, Sector-62, Noida, Uttar Pradesh 201309

India

Telephone: +91 9871757678, Email: santoshi.sen@jiit.ac.in

Parth Patel

Lecturer in International HRM & Business

Discipline of Management and Human Resources

Australian Institute of Business

27 Currie Street, Adelaide, South Australia 5000

Australia

Telephone: +61 (08) 70891315, Email: parth.patel@aib.edu.au

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). Indian management: Perspectives and models. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

Revisiting Team Engagement in the Indian Start-up Context: Exploring the Potential Antecedents

Santoshi Sengupta and Parth Patel

Abstract

In spite of teams emerging as the fundamental organizing structure for achieving tasks in the recent times; the concept of team engagement has received only limited attention as compared to individual level engagement and much more in the context of start-ups in India. Since the psychological processes that operate in individual-level phenomena do not always generalize to the team level of analysis, it becomes imperative to study the dynamics of teams in order to build upon the concept of team engagement in new ventures. This paper reviews literature on engagement; assesses the paradigm shift from individual to team and builds upon a conceptual framework, keeping in mind the start-up organizations operating in the Indian context. We comprehensively look into extant research on the concept of engagement at the individual level and propose a conceptual framework for engagement at the team level.

Keywords: Employee Engagement, Team Engagement, Start-ups, India

Introduction

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). Indian management: Perspectives and models. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

With radical initiatives such as Start-up India and Make-in-India taking strong shape, India stands well poised to become the third-largest economy by 2030 and is rightly called as a ‘bright spot in the global landscape’ by International Monetary Fund (Hindustan Times, 2017). As almost four start-ups emerge every day in India, it stands strong at the third position in the number of start-ups very soon (Business World 2016) and will be a trillion dollar economy by the end of 2030 (Hindustan Times, 2017). In one of the recent reports by NASSCOM and Zinnov, India’s position seems strengthened as a global start-up hub making it lucrative for the investors, budding entrepreneurs, new ventures, and corporates like never before (NASSCOM strategic review 2016). And as such, research-driven entrepreneurial and managerial initiatives are expected to play a key role in facilitating India’s economic growth in the coming years (Singh et al., in press). With so many start-ups coming on board, a new kind of structure can be seen within these organizations which have a founder or two and a small team of members making efficient use of knowledge, intuition and experience. In the context of new ventures or start-ups, founding teams must lead from front because there are no standard operating procedures or organizational structures to fall back on when creating a firm from scratch (Bryant, 2004). Also, young firms are characterized by young workers; high failure rates and higher average growth rates as compared to older, more established firms (Ouimet & Zarutskie, 2014). Thus the challenge with the start-ups becomes, how to engage young employees as a team and make them psychologically, emotionally and cognitively invest in their jobs.

Because team dynamics are different in start-ups, the way a team behaves, interacts and gets attached to the work is likely to have a greater and more direct impact on the performance in start-ups. Researches have shown significant effect that team processes have on the development

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). *Indian management: Perspectives and models*. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

and growth of start-ups (Ensley et al., 2003; Ucbasaran et al., 2003). One of the most prominent critical drivers among team processes for business success today is employee engagement (Bakker & Schaufeli, 2008; Endres & Mancheno-Smoak, 2008) and the concept has gained immense prominence since the turn of the century (Bakker, Rodríguez-Muñoz, & Derks, 2012). Engagement is a motivational construct defined as a “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002). Because engaged employees are physically involved; are emotionally attached to their jobs and coworkers; and are cognitively vigilant, higher engagement in employees is said to be associated with higher levels of individual and organizational performance (Schaufeli & Salanova, 2007). However, at the same time, during the initial stages of the start-up creation, the founders tend to lead the teams under situations that could be characterized as “weak”, implying that start-ups are not able to provide clear incentives, support, or normative expectations for what constitutes appropriate behaviour (Mischel, 1977). Thus studying team dynamics such as team engagement and team performance in such weak situations of start-up creation becomes imperative both at a theoretical point of view and practical point of view. Since new ventures or start-ups provide an entirely different context from well-established organizations, there is a need to study and conceptualize team engagement with respect to an Indian start-up. Also, despite the relevance of engagement at an organizational level, most researchers have focused on measuring employee engagement at an individual level and have not much explored the construct at the team level. This chapter presents literature on the conceptualization of engagement at an individual level; engagement at a team level; and suggests a framework for fundamental theory development. It then proposes a framework that links team engagement to team performance, highlighting the antecedents of team engagement applicable in

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). *Indian management: Perspectives and models*. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

a start-up context. This chapter holds importance given the emerging centrality of contextual factors associated with the organization and cultural settings in which teams are embedded.

Importance of Teams

In the recent times, organizations have begun to rely on teams more and more to make efficient use of knowledge and experience of members (Batt, 1999), enhance productivity and organizational competitiveness, and come up with solutions for sustainable business success. There has been a noteworthy transformation of organizational structure from individual jobs to team-based work structures, which is a result of economic, strategic, and technological imperatives (Ledford, Lawler, & Mohrman, 1995), and as a result, has given rise to research on team developments, team compositions, team performance and team effectiveness, to name a few (Kozlowski & Bell, 2003). Since many psychological processes that operate on an individual-level may not hold well when applied on teams (Chen, Mathieu, & Bliese, 2005; Klein & Kozlowski, 2000), it becomes vital to study them at a team-level. The teams in the workplace perform variety of tasks ranging from intellectual level to cognitive level and innovative level (Cooke, Salas, Cannon-Bowers, & Stout, 2000; Hoegl and Parboteeah, 2006), thus making it important to understand the construct of employee engagement at the team level. Despite the relevance of work settings, the vast majority of scholars have focused on work engagement at the individual level, thus ignoring the role of teams (Richardson & West, 2010), it becomes imperative to research and make teams in start-ups engage more and work better.

Conceptual Development of Employee Engagement

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). *Indian management: Perspectives and models*. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

The present literature brings out three different conceptualizations of employee engagement spread over past two and a half decades of research. Firstly, according to Kahn (1990), the first one to lay foundation for the theoretical development of employee engagement (Shuck & Wollard, 2010), personal engagement is “the harnessing of organization members” selves to their roles. Engagement at work is the degree to which one is physically, cognitively, and emotionally involved in a work role; how much a worker puts into a job and work interactions, and the personal connections with work and co-workers. Later, Rothbard (2001) extended Kahn’s (1990) work and explained employee engagement as two dimensional including two critical components: attention and absorption. Attention refers to the “cognitive availability and the amount of time one spends thinking about a role” and absorption concerns “being engrossed in a role and refers to the intensity of one’s focus on a role” (Rothbard, 2001). Secondly, burnout researchers Maslach and Leiter (1997) further augmented the concept of engagement by conceptualizing it as the direct opposite of burnout dimensions: exhaustion, cynicism, and sense of inefficacy (Gonzalez-Roma, Schaufeli, Bakker, & Lloret, 2006) thus characterized by energy, involvement and professional efficacy. Although burnout paradigm developed an operational definition of engagement and emerged as the positive antithesis of burnout, further research identified that the measurement of both concepts had to be treated differently (Schaufeli & Bakker, 2004). Thirdly, a new approach for employee engagement was put forward which had a different perspective to the engagement-burnout continuum theory (Schaufeli et al., 2002). Here, engagement was defined as a “positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption”. Vigor referred to “high levels of energy and mental resilience while working, the willingness to invest efforts in one’s work, and persistence even in

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). *Indian management: Perspectives and models*. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

the face of difficulties”. Dedication involved “a sense of significance, enthusiasm, inspiration, pride, and challenge”. Absorption referred to “being fully concentrated and deeply engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work”. Therefore from a dialectical relationship of an employee with the work role (Kahn 1990) employee engagement moved to the relationship with the work activity.

Despite different views in employee engagement, researchers agree that the construct is a psychological facet that encompasses energy, enthusiasm, and engrossed effort (Gruman & Saks, 2010). Researchers commonly describe engaged employees as individuals who are highly energized and resilient in performing their job; put their heart into their jobs with persistence and willingness to invest effort; exhibit strong work involvement along with experiencing feelings of significance, enthusiasm, passion, inspiration, pride, excitement, and challenge from their work; and fully concentrate and immerse themselves in their work without noticing that time passes.

Exploring Engagement at Team Level

There are a large number of studies in social psychology that show how common beliefs and affective experiences arise among people who work together and tend to show similar cognitive and behavioral patterns (González-Romá, Peiró, Subirats, & Mañas, 2000); feel collective emotions (Barsade, 2002); share collective efficacy (Bandura, 2001) or share job strain (Semmer, Zapf, & Greif, 1996). Similar analogies have been drawn with work engagement at the team level and researchers have studied it using different approaches. When people work together, collective emotions or moods are developed by various processes such as social persuasion

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). *Indian management: Perspectives and models*. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

among group members, or behavioural modeling. Social identity theory states that the effort of an individual's behaviour is on behalf of the collective group they belong to, so that these individuals are intrinsically related to the welfare of their team and are therefore likely to behave towards the sake of the same interests (Blader and Tyler, 2009).

Employee engagement at the team level has been conceptualized as ‘shared feelings of work engagement at the team level as examples of collective mood’ (Bakker, Emmerik and Euwema, 2006; Torrente et al. 2013). This draws from two fundamental works on collective mood and crossover, also known as ‘emotional contagion’. A team can gain collective mood in three ways: 1) team members could respond similarly to shared events and end up feeling the same way; 2) team members affect each other’s moods such that their moods converge; and 3) transference of moods may occur via a conscious cognitive process by ‘tuning in’ to the emotions of others. These ways laid the basic assumptions on the crossover tendency of work engagement from individual to team level as they tend to show similar cognitive and behavioral patterns, feel collective emotions, share collective efficacy or share job strain. Another approach to team engagement states crossover or emotional contagion as the transfer of positive or negative experiences from one person to the other. Team-level work engagement is related to individual team members’ engagement, as engaged workers who communicate their optimism, positive attitudes and pro-active behaviors to their colleagues create a positive team climate, independent of the demands and resources they are exposed to.

The Indian Context

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). *Indian management: Perspectives and models*. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

Our main focus of the study here is to understand and propose a conceptual framework of team engagement in Indian organizations. For that we need to understand the dynamics of the Indian economy first. The Indian economy is the fourth fastest growing economy in the world (Forbes 2017). It is the third-largest by purchasing power parity (PPP); a major economy of G-20 and a BRICS nation (Agarwal, 2014). “India is well poised to become the third-largest economy by 2030, surpassing four developed nations Japan, Germany, Britain and France, according to projections by a US government agency” (Hindustan Times, 2017). Being the home of fastest growing young population, India is perceived to boost economic activity; help the nation outpace ageing developed nations; and have the world’s largest workforce by 2030 (Equity Master 2017). That is the reason why International Monetary Fund calls India as a ‘bright spot in the global landscape’ (Hindustan Times 2017). By 2050, the percentage of people above the age of 65 will be 39 per cent in the US, 53 per cent in Germany and 67 per cent in Japan. By contrast, only 19 per cent of Indians will be aged above 60 (Samorodov, 1999). The attractiveness of India as a destination for workforce, business and investment is majorly due to its huge manpower base, cheap cost of labour and favourable macro-economic fundamentals (Agarwal, 2014).

The speedy rise in which the Indian economy has progressed in the last decade has led to many start-ups emerging in the past few years and also many western multinational corporations (MNCs) to enter and operate in India (Khanna & Palepu, 2010; Shah, Russell & Wilkinson, 2017). However, the future of start-ups depends on the ability to retain their talent through employee engagement as it is a key to the retention of talent (Glen, 2006). Employee engagement is an important outcome variable which needs to be investigated in then Indian context, especially in the past three years. The thrust of the new initiatives is to increase share of

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). *Indian management: Perspectives and models*. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

manufacturing and create additional employment opportunity during the next decade thus bringing more workforce into the economy (Misra and Ghadai, 2015). With such initiatives and the consequent call for new business ventures all across the nation, there is also a radical need to be unique, to innovate and to transform (Singh et al. In Press). This has led the firms, new and old, to align their strategic human resource management practices with the current opportunities; manage their talent; retain them and eventually utilize their potential through the crux of engagement. Engagement in the Indian context has been studied primarily at individual level linking engagement with justice, trust and innovative work (Agarwal, 2014, Ghosh, Rai & Sinha, 2014); finding socio-demographic and contextual factors (Chaudhary & Rangnekar, 2017) or exploring its predictors among teachers (Rajak & Chandra, 2017). Thus, there is a dire need to study engagement at a team level and particularly in the context of Indian companies.

Exploring the Antecedents of Team Engagement in a Start-up

Start-ups generally have young employees as they are more likely to match with young firms. As per a business press, Venture Capitalists commonly report that “nothing is more important than people...” and, in particular, that they look “for people who have high levels of energy, are willing to work around the clock, and are still hungry for success” (Byrne, 2000). Thus, to engage such energetic people in weak situations of start-ups calls for understanding the relevant antecedents of team engagement. Team engagement refers to the extent to which team members are collectively involved in performing collaborative tasks, are emotionally connected with teammates’ taskwork and teamwork, and are cognitively vigilant (Schaufeli & Salanova, 2007). Although scholars have proposed the concept of team engagement, there is a lack of empirical

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). *Indian management: Perspectives and models*. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

research in this area (Guchait 2013). Since making teams more effective has become an important and an undisputed fact in the recent years, researches about how to make teams work more effectively and perform better have highlighted the need for cooperation, participation, commitment to goals, and so forth (Gibson, Bruhn, Schwab, 2003). Success of teams also lies in the vital conditions that allow effective task processes to emerge, something which causes the teams as a whole to engage in the work unswervingly and committedly. Just as individual work engagement is critical to individual employee performance; team work engagement is also just as critical to team performance (Torrente et al. 2012), which can be boosted by building upon more work engagement.

Given that our focus is on work teams in start-ups, we adopt a definition advanced by Kozlowski and Bell (2003) which defines teams as collectives who exist to perform organizationally relevant tasks, share one or more common goals, interact socially, exhibit task interdependencies, maintain and manage boundaries, and are embedded in an organizational context that sets boundaries, constrains the team, and influences exchanges with other units in the broader entity. We study these teams especially in the context of start-ups in India.

Past research states three conditions that are essential to a team's effectiveness: mutual trust among members, a sense of team identity (a feeling among members that they belong to a unique and worthwhile team), and a sense of team efficacy (the belief that the team can perform well and that members are more engaged and effective working together than apart) (Druskatt and Wolf, 2001). When these conditions are absent, going through the motions of cooperating and participating is still possible, but the team may not be as effective as it could be because

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). *Indian management: Perspectives and models*. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

members might choose to hold back rather than fully engage (Druskatt and Pescosolido, 2006). To be most effective, the start-up team needs to create certain attitudes, behaviors or establish certain norms that support behaviors for building trust, team identity, and team efficacy. It is then, that the outcome is complete engagement in tasks by the teams.

Identity of a Start-up Team

Team identity in a start-up draws its fundamentals from the social identity theory. It is the start-up team that shapes people's definitions of themselves and their feelings of well-being and self-worth. According to the social identity theory, the effort of an individual's behavior is on behalf of the collective group he belongs to, thus, the young employees in a start-up team are intrinsically related to the welfare of the team and are therefore likely to behave towards the sake of the same interests. Social identity is an important determinant of behavior within start-up organizations, the consequent performance and provides strong support for the application of the group engagement model in such new venture settings. Applying the group engagement model to a start-up, it can be said that it is identity within that start-up that is more critical to engagement. The extent to which members in a group receive resources leads them to feel better about their identity with the group and this consequently results in their intensity of engagement within that group. When working in a start-up group, individuals try to create and maintain their identities and this reflects in their engagement within the groups. The social identities employees form around their work groups and their start-up organizations are strongly related to how much the employees engage in their tasks, both in-role and extra-role. Therefore it can be proposed that stronger the identity of team members within the group, greater will be the team engagement.

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). Indian management: Perspectives and models. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

Proposition 1: Team identity positively affects team engagement

Efficacy in a Start-up Team

More than two decades of research has revealed a strong positive relationship between efficacy and performance. Self-efficacy refers to an individual's beliefs about his or her abilities to mobilize cognitive resources and courses of action needed to successfully execute a specific task within a given context (Bandura 1986, Stajkovic and Luthans, 1988). Studies have shown that the higher the person's efficacy, the more likely he or she will be to initiate tasks, sustain effort toward task accomplishment, and persist when problems are encountered or even in the face of failure (Bandura, 1986, 1997; Stajkovic and Luthans, 1998). Many obstacles confront young companies (Stinchcombe, 1965). Thus, at the team level, when individuals show efficacy, it gets translated to a collective team's belief in its capability to perform well. The relationship between team-efficacy and performance is moderated by interdependence of members within a team, such that the relationship is stronger when interdependence is high than when it is low (Gully et al. 2002). Importantly, we propose that the team efficacy may be related to team engagement because as the members in a start-up become more engaged (cognitively and/or emotionally) in their work, the team acquires confidence and belief in their abilities to create and build an engaged team successfully. Therefore, given the considerable evidence of the positive relationship between efficacy and performance and that it may be related to team engagement, we propose to team efficacy as an antecedent to team engagement.

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). Indian management: Perspectives and models. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

Proposition 2: Team efficacy positively affects team engagement

Trust in a Start-up Team

"Trust is the emotional glue that binds leaders and followers together," says Warren Bennis. Trust involves the willingness to make oneself vulnerable to the actions of others because of the expectation that those actions will be favorable to one's interests (Mayer, Davis, & Schoorman, 1995). Trust creates engaged employees. In an empowered team environment, most team members are already competent at the task. However in start-ups, things may be different. Young firms have no established effective work roles and relationships. There is both a liability of newness and liability of smallness in start-ups. However, by building trust, encouraging participation and communication and enhancing engagement of members, a start-up team can ensure high level of performance. Team member trust is particularly important in team performance because it reduces member opportunism and increases co-operative, altruistic, and extra-role participation (Fukuyama, 1995). We choose to examine trust, which has been defined as the most fundamental element of social capital (Coleman, 1990, Putnam, 1993), as a variable that affects team engagement and put our next proposition as follow:

Proposition 3: Team trust positively affects team engagement

Open Communication in a Start-up Team

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). Indian management: Perspectives and models. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

Communication is an important ingredient which holds a team together and it becomes especially important for a start-up organization. When all the members of the newly-formed team participate fully and honestly in the communication and exchange of information, it results in open communication (Nemeth & Staw, 1989). Open communication within a start-up encourages task-focused behaviour of using questions that makes members participate and share ideas and opinions. Teams function more effectively when they have strong information networks along with communication and cooperation channels within teams (Hyatt and Ruddy, 1997). In fact when team members communicate and discuss work-related strategy, it helps the members develop a shared view or mental-model, which in turn improves team coordination within that start-up. We suggest that in the process of open communication within the team members, the shared mental model may also enhance work engagement at the team level, as engagement is also a state of mind. Therefore we propose that

Proposition 4: Open team communication positively affects team engagement

Leader-Member Exchange within a Start-up

For start-ups to come into full function, their founding team leaders must create a vision for their firms and influence others to buy into their dreams so as to attract employees and acquire necessary resources for developing their new ventures (Baum, Locke, & Kirkpatrick, 1998). Leaders also influence the degree to which individuals either become engaged or alienated from their work. Engagement increases in an environment which is perceived as psychologically safe,

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). Indian management: Perspectives and models. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

that is, where members feel accepted, supported and are able to participate without the fear of negative consequences. Also, leaders' empowering behavior such as enhancing the meaningfulness of work, fostering participation in decision-making, facilitating goal accomplishment, expressing confidence in high performance, and providing autonomy encourages the feeling of empowerment in the members (Lachinger et al. 1999). The behavior of leaders sets the tone for relationships among team members and influences the quality of those relationships. We propose that by virtue of their respect and influence in the group, leaders will be in a position to create a psychologically safe and empowered environment within the start-up which may consequently increase members' involvement in the task and overall team engagement. Team engagement is more likely to be built up through interpersonal understanding in an environment where there is smooth interaction between leader-members, and where members are encouraged to be empowered and the same relationship shall improve the team performance. Thus, we propose that

Proposition 5: Leader-member relationship positively affects team engagement

Figure 1 provides a model for the antecedents of team engagement in an Indian start-up context.

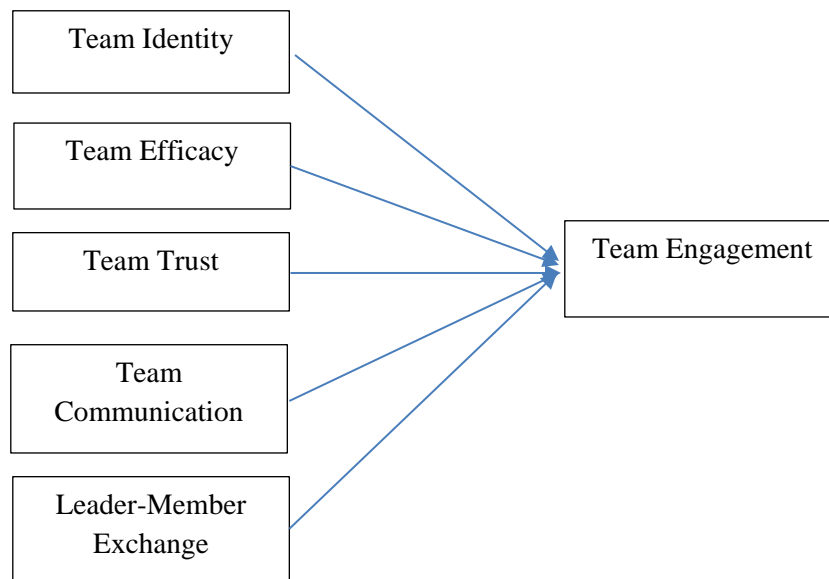


Figure 1 Antecedents of Team Engagement

Conclusion

This chapter delves into the issue of engagement at team level in the dynamic context of start-ups in India. Few researches have proved engagement not as an outcome but rather a process variable; therefore, in these propositions we explore the drivers which act as antecedents of team engagement: team trust, team efficacy, team identity, leader-member exchange and team communication. To sum up, this chapter points out the need for treating team engagement as a separate variable in the context of start-up, which is essentially the product of interactive and coordinated dynamics of its members. Team engagement is operationalized as a shared, positive, fulfilling, work-related psychological state characterized by team vigour, dedication, and absorption, which emerges from the interaction and shared experiences of the members of a work team. We've discussed the need for understanding engagement at the team level and also discussed the antecedents of team engagement. The framework needs to be tested empirically

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). Indian management: Perspectives and models. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

and the findings can be extended to foster work engagement at team level which can help achieve organizational outcomes of a start-up.

References

- Agarwal, U. (2014). Linking justice, trust and innovative work behaviour to work engagement. *Personnel Review*, 43(1), 41-73.
- Bakker, A. B., Emmerik, H. V., & Euwema, M. C. (2006). Crossover of burnout and engagement in work teams. *Work and occupations*, 33(4), 464-489.
- Bakker, A. B., Rodríguez-Muñoz, A., & Derks, D. (2012). La emergencia de la psicología de la salud ocupacional positiva. *Psicothema*, 24(1).
- Bandura, A. (1986). *Social Foundations Of Thought And Action: A Social Cognitive Theory*. Englewood Cliffs, Nj: Prentice-Hall.
- Bandura, A. (1997). Self-Efficacy And Health Behaviour. In A. Baum, S. Newman, J. Wienman, R. West, & C. Mcmanus (Eds.), *Cambridge Handbook Of Psychology, Health And Medicine* (Pp. 160-162). Cambridge: Cambridge University Press.
- Bandura, A. (2001). Social cognitive theory: An agentic perspective. *Annual review of psychology*, 52(1), 1-26.
- Barsade, S. G. (2002). The ripple effect: Emotional contagion and its influence on group behavior. *Administrative Science Quarterly*, 47(4), 644-675.
- Batt, R. (1999). Work organization, technology, and performance in customer service and sales. *ILR Review*, 52(4), 539-564.
- Baum et al., 1998 • J. R. Baum, E. A. Locke, and S. A. Kirkpatrick, A longitudinal study of the relation of vision and vision communication to venture growth in entrepreneurial firms. *Journal of Applied Psychology*, 83:1 (1998), pp. 43–54.

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). *Indian management: Perspectives and models*. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

- Blader, S. L., & Tyler, T. R. (2009). Testing and extending the group engagement model: linkages between social identity, procedural justice, economic outcomes, and extrarole behavior. *Journal of Applied psychology*, 94(2), 445.
- Bryant, 2004 • T. A. Bryant, Entrepreneurship; in: G. R. Goethals, G. J. Sorenson, and J. M. Burns, editors, *Encyclopedia of leadership*, Vol. 1, Sage, Thousand Oaks, CA (2004), pp. 442–448.
- Businessworldin. (2016). BW Businessworld. Retrieved 27 May, 2016, from <http://businessworld.in/article/-IT-BPM-Industry-In-India-Will-Have-To-Come-Out-OfIts-Comfort-Zone-/28-03-2016-92277/>
- Byrne, J.A., 2000. How a VC does it; Bob Davoli is a hands-on investor, and so far he hasn't picked a loser. Can he keep it up? *Bus. Week*, July 24, 96.
- Chaudhary, R., & Rangnekar, S. (2017). Socio-demographic Factors, Contextual Factors, and Work Engagement: Evidence from India. *Emerging Economy Studies*, 2394901517696646.
- Chen, G., Mathieu, J. E., & Bliese, P. D. (2005). A framework for conducting multi-level construct validation. In *Multi-level issues in organizational behavior and processes* (pp. 273-303). Emerald Group Publishing Limited.
- Coleman, James (1990). *Foundations Of Social Theory*. Cambridge: Harvard University Press.
- Cooke, N. J., Salas, E., Cannon-Bowers, J. A., & Stout, R. J. (2000). Measuring team knowledge. *Human Factors*, 42(1), 151-173.
- Druskat, V. U., & Pescosolido, A. T. (2006). The Impact Of Emergent Leader's Emotionally Competent Behavior On Team Trust, Communication, Engagement, And Effectiveness. *Research On Emotion In Organizations*, 2, 25-55.

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). *Indian management: Perspectives and models*. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

- Druskat, V. U., & Wolff, S. B. (2001). Building The Emotional Intelligence Of Groups. *Harvard Business Review*, 79(3), 81-90.
- Endres, G. M., & Mancheno-Smoak, L. (2008). The Human Resource Craze: Human Performance Improvement and Employee Engagement. *Organization Development Journal*, 26(1).
- Ensley, M. D., Pearson, A., & Pearce, C. L. (2003). Top management team process, shared leadership, and new venture performance: A theoretical model and research agenda. *Human Resource Management Review*, 13(2), 329-346.
- Fukuyama, Francis. *Trust: The Social Virtues And The Creation Of Prosperity*. New York: Free Press, 1995.
- Ghosh, P., Rai, A., & Sinha, A. (2014). Organizational justice and employee engagement: Exploring the linkage in public sector banks in India. *Personnel Review*, 43(4), 628-652.
- Gibson, C. B., Zellmer-Bruhn, M. E., & Schwab, D. P. (2003). Team effectiveness in multinational organizations: Evaluation across contexts. *Group & Organization Management*, 28(4), 444-474.
- Glen, C. (2006). Key skills retention and motivation: the war for talent still rages and retention is the high ground. *Industrial and commercial training*, 38(1), 37-45.
- González-Romá, V., Peiró, J. M., Subirats, M., & Mañas, M. A. (2000). The validity of affective work team climates.
- González-Romá, V., Schaufeli, W. B., Bakker, A. B., & Lloret, S. (2006). Burnout and work engagement: Independent factors or opposite poles?. *Journal of vocational behavior*, 68(1), 165-174.

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). *Indian management: Perspectives and models*. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

- Gruman, J. A., & Saks, A. M. (2011). Performance management and employee engagement. *Human Resource Management Review*, 21(2), 123-136.
- Guchait, P. (2016). The mediating effect of team engagement between team cognitions and team outcomes in service-management teams. *Journal of Hospitality & Tourism Research*, 40(2), 139-161.
- Gully, Stanley M.; Incalcaterra, Kara A.; Joshi, Aparna; Beaubien, J. Matthew *Journal Of Applied Psychology*, Vol 87(5), Oct 2002, 819-832. Doi: 10.1037/0021-9010.87.5.819)
- Hoegl, M., & Parboteeah, K. P. (2006). Team reflexivity in innovative projects. *R&D Management*, 36(2), 113-125.
- <http://www.hindustantimes.com/business-news/india-s-economy-will-become-third-largest-in-the-world-surpass-japan-germany-by-2030-us-agency/story-wBY2QOQ8YsYcrIK12A4HuK.html>. Last accessed on September 29, 2017.
- <https://www.equitymaster.com/5minWrapUp/charts/index.asp?date=01/02/2017&story=1&title=India-on-Course-to-Become-Worlds-Third-Largest-Economy-by-2030>. Last accessed on September 29, 2017.
- <https://www.forbes.com/forbes/welcome/?toURL=https://www.forbes.com/sites/panosmourdoukoutas/2017/06/22/modis-india-the-worlds-4th-fastest-growing-economy/&refURL=https://www.google.co.in/&referrer=https://www.google.co.in/> Last accessed on September 29, 2017.
- Hyatt, D. E., & Ruddy, T. M. 1997. An Examination Of The Relationship Between Work Group Characteristics And Performance: Once More Into The Breech. *Personnel Psychology*, 50: 553-585.

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). *Indian management: Perspectives and models*. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

- J. R. Baum, E. A. Locke, and S. A. Kirkpatrick, A longitudinal study of the relation of vision and vision communication to venture growth in entrepreneurial firms. *Journal of Applied Psychology*, 83:1 (1998), pp. 43–54.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.
- Khanna, T., & Palepu, K. G. (2010). *Winning in emerging markets: A road map for strategy and execution*. Harvard Business Press.
- Klein, K. J., & Kozlowski, S. W. (2000). From micro to meso: Critical steps in conceptualizing and conducting multilevel research. *Organizational research methods*, 3(3), 211-236.
- Kozlowski, S. W. J., & Bell, B. S. 2003. Work groups and teams in organizations. In W. C. Borman, D. R. Ilgen, & R. J. Klimoski (Eds.), *Handbook of psychology: Industrial and organizational psychology*, vol. 12: 333–375. Wiley.
- Kozlowski, S. W., & Bell, B. S. (2003). Work groups and teams in organizations. *Handbook of psychology*.
- Laschinger H.K.S., Wong C., McMahon L. & Kaufmann C. (1999) Leader Behavior Impact On Staff Nurse Empowerment, Job Tension And Work Effectiveness. *The Journal Of Nursing Administration* 29(5), 28–39.
- Ledford Jr, G. E., Lawler III, E. E., & Mohrman, S. A. (1995). Reward innovations in Fortune 1000 companies. *Compensation & Benefits Review*, 27(4), 76-80.
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and organizational Psychology*, 1(1), 3-30.
- Maslach, C., & Leiter, M. P. (1997). The truth about burnout.

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). *Indian management: Perspectives and models*. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

- Mayer, Roger C., James H. Davis, And F. David Schoorman. "An Integrative Model Of Organizational Trust." *Academy Of Management Review* 20.3 (1995): 709-734.
- Mischel, 1977 • W. Mischel, The interaction of person and situation; in: D. Magnusson and N. S. Endler, editors, *Personality at the Crossroads: Current Issues in Interactional Psychology*, Lawrence Erlbaum Associates, Hillsdale, NJ (1977), pp. 333–352
- Misra, S. N., & Ghadai, S. K. (2015). Make in India and Challenges before Education Policy. *Journal of Education and Practice*, 6(1), 97-102.
- NASSCOM strategic review 2015: The IT-BPM sector in India. Retrieved 27 May, 2016, from <http://www.nasscom.in/itbpm-sector-india-strategic-review-2015>
- Ouimet, P., & Zarutskie, R. (2014). Who works for startups? The relation between firm age, employee age, and growth. *Journal of financial Economics*, 112(3), 386-407.
- Putnam, Robert D., Robert Leonardi, And Raffaella Y. Nanetti. *Making Democracy Work: Civic Traditions In Modern Italy*. Princeton University Press, 1994.
- Rajak, R., & Chandra, B. (2017). Exploring Predictors of Burnout and Work Engagement among Teachers-A Review on Higher Educational Institutions of India. *Journal of the Indian Academy of Applied Psychology*, 43(1), 145.
- Richardson, J., & West, M. A. (2010). Engaged work teams.
- Rothbard, N. P. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative science quarterly*, 46(4), 655-684.
- Samorodov, A. (1999). *Ageing and labour markets for older workers*. Geneva: Employment and Training Department, International Labour Office.

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). *Indian management: Perspectives and models*. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of organizational Behavior*, 25(3), 293-315.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies*, 3(1), 71-92.
- Schaufeli, W., & Salanova, M. (2007). Work engagement. *Managing social and ethical issues in organizations*, 135, 177.
- Schaufeli, W., & Salanova, M. (2007). Work engagement. *Managing social and ethical issues in organizations*, 135, 177.
- Semmer, N., Zapf, D., & Greif, S. (1996). 'Shared job strain': a new approach for assessing the validity of job stress measurements. *Journal of occupational and organizational psychology*, 69(3), 293-310.
- Shah, D., Russell, B., & Wilkinson, A. (2017). Opportunity and opportunism: The expatriation practices of Indian information technology multinational corporations. *Journal of International Management*, 23(2), 139-150.
- Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89-110.
- Singh, A., Sengupta, S., & Sharma, S. (In Press). "Towards a Better Understanding of the Relationship Between Authentic Leadership and Its Positive Outcomes: A Theoretical Framework" *International Journal of Innovation and Technology Management*
- Stajkovic, Alexander D., And Fred Luthans. "Self-Efficacy And Work-Related Performance: A Meta-Analysis." *Psychological Bulletin* 124.2 (1998): 240.

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). *Indian management: Perspectives and models*. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.

- Staw, Charlan Jeanne Nemeth Barry M., And C. J. Nemeth. "The Tradeoffs Of Social Control And Innovation In Groups And Organizations." *Advances In Experimental Social Psychology* 22 (1989): 175-210.
- Torrente, P., Salanova, M., & Llorens, S. (2013). Spreading engagement: On the role of similarity in the positive contagion of team work engagement. *Revista de Psicología del Trabajo y de las Organizaciones*, 29(3), 153-159.
- Torrente, P., Salanova, M., Llorens, S., & Schaufeli, W. B. (2012). Teams make it work: How team work engagement mediates between social resources and performance in teams. *Psicothema*, 24(1).
- Ucbasaran, D., Lockett, A., Wright, M., & Westhead, P. (2003). Entrepreneurial founder teams: Factors associated with member entry and exit. *Entrepreneurship Theory and Practice*, 28(2), 107-128.

Sengupta, S., and Patel, P. (2018). Revisiting team engagement in the Indian start-up context: Exploring the potential antecedents. In Ghuman K. and Sinha P. (eds). *Indian management: Perspectives and models*. New Delhi: Bloomsbury India, pp. 109-124. ISBN: 9789387863255.